



Minutes - Board of Trustees

(The Central Executive Committee of the CIO)

Thursday, 17th February 2022. The meeting was held online.

Welcome, attendance and apologies

Chair: Helen O'Sullivan

Present: Shonagh Douglas, Peter Bryant, Maren Deepwell, David White, Sharon Flynn, Natalie Lafferty, Keith Smyth, Kerry Pinny.

Apologies: Lorna Campbell, Elizabeth Charles, Bella Abrams

1. Welcome, attendance and apologies

The Chair welcomed everyone and set out the agenda for the meeting. Board acknowledged apologies from Lorna Campbell, Elizabeth Charles, Bella Abrams and noted that Shonah will be dipping in and out of the meeting. Helen specifically extended a welcome to Kerry at her first board meeting following her appointment as COO.

2. Minutes of the last meeting

Reviewed the Minutes of the last meeting held on 18th November 2022.

Trustees approved the minutes from the last meeting as an accurate record.

3. Matters arising from the last meeting

The Board reviewed the report on matters arising from the last meeting and noted that all actions had been completed or are to be covered elsewhere on the agenda.

4. Governance Review

The Board completed the review in November, which was undertaken by a number of Trustees and the CEO. To recap, the outcome of the review exercise, which covered all areas of ALT's governance, was that overall ALT's current practice conforms to the updated

code and that ALT's existing procedures and processes reflect the recommended best practice. A number of operational actions were agreed by the Board which are ongoing. The board notes the progress made towards the actions and the expected timeline for the completion of these.

Action: MD to report on progress at the next board meeting.

Board Effectiveness

The Board noted progress to date: The Code of Practice for Trustees has been expanded to include a new section on Board and Trustee appraisal. This will include a template for Trustees to complete annually (or as required) based on the self-reflective Trustee appraisal provided by the Charity Excellence Framework.

The Board approved the proposed addition to the Code of Practice and the template.

Action: MD to adapt the template and create an internal version for use by the Board.

Equality, Diversity and Inclusion

The Board focused on this section of the review (6.5 - 6.7), which included a focus on setting a context and realistic plans and targets, taking action and monitoring performance, publishing performance and lessons learned. In order to inform our thinking, we have collated information for the Board. The Charity Leadership in Diversity Standard identifies eleven procedures focused on charity activities, including volunteer and staff recruitment, which ALT has in place. The next step it identifies is to set targets for the Board itself, the staff and volunteers, to consider what positive actions we can take to and to report regularly on progress, i.e. in our annual report.

The Board discussed this issue in depth and agreed the following actions:

1. Expand the Code of Practice for Trustees and the Code of Practice for Staff to formally include targets for Equality, Diversity and Inclusion, with explicit reference to the processes already in place, the outcomes we work towards and how progress is reported.
2. Establish an appropriate way to collect and collate data in line with data protection and privacy policies about ALT's volunteers and wider membership as well as stakeholder communities. This will help us establish targets for diversity for the Board, and wider team (composed of staff and volunteers).
3. Expand the Annual Report to Members, which is usually presented at the AGM, to include a dedicated section on Equality, Diversity and Inclusion and report to Members at least annually on our progress.

The Board will revisit this agenda item and consider what further action to take once these measures have been implemented.

5. Financial Report

This report was brought forward in the agenda.

Shongah Douglas presented this report covering the period 1 November 2021 - 31 January 2022, and provides the final update on ALT's financial position for this financial year.

Current financial position

In February 2021, the Board set out the aim to return the charity to generating a surplus over a period of 18 months. We aimed to achieve this by increasing revenue gradually, whilst managing expenditure, projecting a small loss in 2021 and returning to generating a surplus in 2022. Shongah notes that ALT have met and exceeded the targets. Increasing turnover by 28% percent over the past twelve months.

The Board discussed reviewing fee income from membership and accreditation services in view of the increases in inflation and other costs associated with running those services. Fees will be reviewed in November ahead of the new financial year 2023.

Outcome: The Board formally notes the current financial position.

Independent Examination 2021/22

We will complete the year end process and independent examination on the same timescale as we did last year. The Board noted the outline plan for information:

- 31 Jan 2022: financial year end
- Trustee meeting Feb 2022: preliminary year end report and review strategy
- Trustee GPC March: Approve budget for 2022/23 in line with updated strategy
- March/April 2022: preparing accounts and External Examination
- Trustee meeting 16 June 2022: approval of draft accounts and presentation by auditor
- AGM September 2022: approval of final accounts by Members at the AGM

Outcome: The Board approved the plans for the independent examination 2021/22.

6. Chief Executive's Report

Maren Deepwell opened her report by reflecting on her 10 years as a CEO from a personal perspective. Commenting that her role has been very operationally focused but that she is very excited to hand over operations to Kerry and giving her scope to focus on strategic

leadership of ALT. She notes the need for a period of consolidation after 2 years of crisis, the strategy day ahead will be to focus on this.

Maren went on to present her Chief Executive's Report, and the Board welcomed this overall. Particular recommendations were discussed as follows:

AGM 2022

For 2022, Maren proposes that the AGM be held during the Annual Conference once again, reverting back to established governance structures and timescales. The meeting would be streamed, and open to all to attend, and we would continue to support Members interacting online as over the past two years. The AGM would likely take place on the 7th September, the Wednesday of the Annual Conference. Trustees not attending the conference could also join the meeting virtually.

Outcome: The board approves this plan for the 2022 AGM

Trustee Elections 2022

All appointed Trustees will continue their term this year. Two elected Trustees are coming to the end of their maximum term (6 years): Bella Abrams and Lorna Campbell. All other elected Trustees have not reached their maximum term and will continue in their roles.

Action: to progress as outlined.

Members Assembly

The regular meetings of the Members' Assembly have now been confirmed for 2022. The first meeting of the year is on 16 February 2022.

Trustees are encouraged to attend at least one Assembly meeting a year and are welcome to attend each month.

Whilst handover and induction processes continue, the Assembly meetings will be chaired by Maren for the next three months.

Strategic membership developments

Learning Technologist of the Year Awards (David White)

Dave proposes that ALT review the award categories and criteria ahead of launching a new round of award nominations in 2022. As well as a host of new “digital education” related awards that have sprung up over the past few years, we’d like to explore how ALT can make the awards more impactful for everyone in our community, reflecting its diversity and evolving practices. Suggests maybe a leadership/strategy award but without taking away focus from important day to day work.

Action: DW and MD to lead on review and report back at the next meeting.

SEDA/ALT collaboration

Maren notes that they have now co-produced two CMALT mappings to SEDA awards: SEDA’s Awards for Leading and Embedding Technology-Enhanced Learning and the Award for Supporting technology-enhanced learning.

SEDA committees are currently reviewing the mapping with a view to approving them for publication later this spring. If approved, these mappings will be published alongside our existing mappings to the UKPSF, Jisc’s Digital Capabilities Framework, the Blended Learning Essentials curriculum and others.

Outcome: Board formally notes the proposed mapping

Action: Board to review document to provide input, if possible

Trailblazer Group (CONFIDENTIAL)

Research and Policy

Framework for Ethical Learning Technology

We have published our quarterly update to Members. This update focused on the launch of the new resources. FELT Reflective Self-Assessment. You can use this assessment tool to reflect on a particular project, a new tool or platform or you can use it to focus on a particular aspect of your work. Maren comments that they

feedback has been positive.

ALT Annual Survey

The survey is now closed and we are looking to publish key findings in March.

UFI Strategic Partnership (CONFIDENTIAL)

The board extends their thanks to Maren for her hard work on this.

ALT Conference

ALT's Annual Conference will be co-chaired by the Board of Trustees and take place from 6-8 September at the University of Manchester.

Maren provides a timeline of trustee responsibility.

Conference planning will be a standing item on the GPC agenda starting in March. Alongside that, we have a monthly Committee meeting starting in March/April, which needs to be chaired by 2-3 Trustees in turn.

Maren outlines the responsibility of the chair(s) in this instance. Keith also speaks to his experience co-chairing a conference to help the board make a decision.

Action: Board members to send expression of interests to Maren for chairing the Monthly committee meeting

Action: Board to suggest any potential speakers to Maren

Strategic Risk Management

Maren notes the way in which Risk will be reported to the Board of Trustees has changed. The Board will continue to review the operational risk register and Kerry will lead on reporting on this in her report. The CEO report will continue to include a section on strategic risks, specifically focused on ALT's governance and long-term developments.

Maren highlights recent recent changes:

- **Senior staff:** the risk of only having one senior member of staff has decreased now that the COO is in post. A number of policies put in place to mitigate the risk over the past 15 months (e.g. the cover for CEO holiday and sickness) will now be updated to reflect that;

- **Trustee/volunteer capacity:** the risk of stretched capacity amongst Trustees and volunteers, which could lead to lower engagement with governance and other activities continues. This is a strategic challenge for us as a Member-led organisation. During our period of consolidation we will need to review how we foster engagement and support participation, particularly in our Annual Conference.

- **Risks relating to Brexit:** impact of the changes from Brexit continues to be low. However, as this is the first year with in-person events since the new rules came into effect, we will need to carefully monitor this.

Outcome: The board notes the change in reporting and the highlighted risks

7. Operations Report

Kerry Pinny presents her first report as COO, highlighting her priorities:

- Induction activities including familiarisation with policies and meetings with key contacts.
- Top priority is the handover of IT systems and day-to-day processes. This will be followed by a review, rationalisation and consolidation exercise.
- Supporting the team to deliver the first hybrid OER22 conference.
- Assume responsibility for team line management.
- Establish a new template for the COO board report.

The board noted this overall.

Report section

Operations Kerry notes the 2022 operations plan is under construction. All mission critical objectives from the 2021 plan are completed or on track.

Risk Management The risk register for 2021 has been updated and reviewed. No new risks have been added to the risk register since last reporting.

We have investigated no GDPR related incidents since last reporting. There are a number of related items to note:

- ALT has received notification that RLT journals have been published on Coursehero. The journal is open and the licence gives the right for people to share and redistribute publications. CEO is considering a statement on this.
- The COO has begun a review of platform security and practises across the digital estate.
- ALT is aware of potential changes to data protection and the UK GDPR following the UK leaving the European Union.

Outcome: The Board notes these items

Publications Blog editors appointed at the last board meeting have been sent all relevant information and their first meeting convenes next week.

Badges have been introduced for editors.

2021 Review

Number of posts: 65 including event posts and group posts

Total number of views: 62,793

Projects **Towards a National Collection project**
AHRC Towards a National Collection proposal has been shortlisted and we've been invited to put in a full

application in. Building on ALT's successful work for the Lottery Digital Heritage Fund, we have been invited to this bid in a dissemination and accreditation advisory role by Lorna M. Hughes, MAE, Professor in Digital Humanities, University of Glasgow.

Strategic update

The ALT staff team's travel policy will revert to the standard guidance from February 2022. Team members are advised to take precautions including the wearing of masks and social distancing.

Guidance for Member activities and events continues unchanged, allowing Members to hold events and meetings in person in line with the policies of their/the host institutions. We continue to provide support for Members who wish to continue their activities online. Most Member activities continue online at present.

A statement of support was published in the News and ALT digest on Monday 14th February. Wherever possible, activities will be rescheduled. Where it is not possible to reschedule, opportunities for asynchronous participation will be provided.

8. Events Report (from E-J Brazier)

This report covers the period between October 2021 and May 2022 which includes the delivery of the ALT Online Winter Conference (15 & 16 December 2021) and looks forward to the OER22 conference (26-28 April 2022) and ALT Annual Conference (5-7 September 2022).

Trustees are invited to:

- Review the Online Winter Conference feedback
- Note that preparations for OER22 are underway and on track
- Note that preparations for ALTs Annual Conference 2022 are underway
- Note that ALTs new series of CMALT Accelerator workshops have commenced
- Discuss the update on next year's events

Action: Trustees to promote OER22 on social media

Recommendation: to review the Online Winter Conference Feedback

Maren discusses the online winter conference noting that it acted as a sandbox for online events. Future thinking is to run a winter event but maybe more of a leadership summit or professional development conference linking with CMALT, as well as an award section. It is not financially sustainable to run as it was before, it used to be free to attend but we need to look at more strategic alignment and costs.

Outcome: Board agrees this is a sensible approach.

9. Membership and CMALT Report (from D Baff)

This report covered 01 February 2021 - 31 January 2022 and the Board noted it overall. Specifically the Board noted the following points:

- update to membership recruitment and retention numbers for the period 01 Feb 2021 -31 Jan 2022
- the CMALT Update, recruitment and membership renewals for the period 01Feb 2021 - 31 Jan 2022

Board queries why figures for organisational memberships read £93k more than expected as this seems a huge margin of error in the initial predictions. This is a type error in the report and should only be a £8000 difference.

Action: Typing error in report to be corrected to be reflective of true figures. Organisational Memberships should have £100,000 as budgeted not £10,000.

10. AOB

Maren addresses a diary item for the reschedule of the postponed strategy discussion. Proposing the expansion to next month's GPC meeting making it 9am - 10.30am. All trustees are to complete the strategy task in advance of the meeting. Initial indications suggest this would be fine with a majority of the board present.

Action: Trustees to complete the strategy task

Action: Maren to finalise the date and resend the task to trustees

No other business.

Close of meeting

Next meeting: 16th June 2022